

# Office of Homeland Security



## Department Description

The San Diego Office of Homeland Security (SD-OHS) oversees the City's preparation for major disasters by coordinating disaster planning efforts and training of City employees; assisting with the integration of emergency plans in a collaborative environment; ensuring the flow of information to the public and business community to assist in emergency preparation and response; interfacing with county, State and federal jurisdictions; securing and managing grants from federal and state agencies related to homeland security, disaster preparedness, response, recovery, and mitigation.

SD-OHS maintains the City's Emergency Operations Center (EOC) in a ready-to-activate status, manages the EOC during responses to multi-department and City-wide emergencies to support incident response activities, and maintains City-wide response capabilities.

SD-OHS promotes risk awareness, mitigation and response strategies among residents, the business community, and City government by providing leadership in cooperative, collaborative partnerships with other City departments, the business community, academic institutions, as well as with surrounding city, county, and state jurisdictions. SD-OHS also works closely with the Department of Defense and other federal agencies located within the City and surrounding area. Through collaborative partnerships with academic institutions and the business community under the auspices of the San Diego Unified Disaster Council, SD-OHS assists City departments in validating needs and identifying cost-effective technologies related to disaster programs.

SD-OHS coordinates recovery and mitigation programs for the City by collecting timely disaster-related data and coordinating applications for state and federal grant programs related to disaster preparedness, response, recovery, and mitigation. These grant programs provide a vital source of revenue to offset the costs of natural and man-made disasters.

The Department's mission is:

*To effectively prevent, prepare for, respond to, and recover from natural or man-made disasters*

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## Goals and Objectives

The following goals and objectives represent the action plan for the Department.

### ***Goal 1: Build a sustainable organization***

Homeland Security, Disaster Preparedness, and Emergency Management are core functions of a municipal government. To build a sustainable organization, a trained and skilled workforce focused on the Department's mission and goals is needed to ensure effectiveness and stability. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Promote the intrinsic value of OHS to the City
- Develop a trained and skilled workforce
- Increase innovation that promotes improvement
- Maintain an environment that recognizes and rewards high performing teams
- Establish a culture that encourages employee participation and growth

### ***Goal 2: Establish a robust, integrated, and comprehensive emergency preparedness and response platform***

A comprehensive emergency preparedness and response program requires developed plans that are trained to and exercised on a regular basis. Effective plans require a collaborative and coordinated approach in partnership with regional stakeholders and key City departments. The Department will move toward accomplishing this goal by focusing on the following objective.

- Collaborate and coordinate in the development of program components

### ***Goal 3: Coordinate internal and external resources (people, equipment, and services) in collaboration with governmental and private sector partners before, during, and after major emergencies or disasters***

The success of any disaster preparedness and emergency management program is contingent upon the development and fostering of collaborative working relationships with key stakeholders. This relationship building strengthens cooperative efforts, facilitates effective response activities, and ensures information sharing. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Establish and maintain key interagency and jurisdictional working relationships
- Expand the development and use of contracts, agreements, and memoranda of understanding
- Maintain operational readiness of the EOC

### ***Goal 4: Establish sound fiscal practices***

To effectively manage and administer financial programs, sound fiscal practices are required. The goal of OHS is to ensure the integrity of its grant program and general fund through the development and implementation of internal control principles and controls, the certification of staff in grant management principles, and the development of protocols and procedures for monitoring and auditing of grant sub-recipients. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Effectively manage and administer grant programs
- Effectively manage and administer the OHS General Fund budget

## Service Efforts and Accomplishments

The Homeland Preparedness Coordination Council meets on an as-needed basis to provide oversight for the Homeland Preparedness Program. The departments represented in the Council include the Mayor's Office, Office of Homeland Security, Police Department, Fire-Rescue Department, General Services, Development Services, Park and Recreation, Metropolitan Wastewater, and Water Departments. Representatives from other departments are included as necessary.

The City is currently the sub-grantee of the Department of Homeland Security's Homeland Security Grant Program (HSGP) funds for Fiscal Years 2006 and 2007 under the Urban Area Security Initiative (UASI) Grant Program. SD-OHS led the development and update of an Urban Area Needs Assessment and Security Strategy. SD-OHS administers and manages the UASI grant funds for the San Diego Urban Area which includes 18 incorporated cities, unincorporated County areas, and all political subdivisions. Additionally, the City receives grant funds as a sub-

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recipient under the State Homeland Security Grant Program, Emergency Management Performance Grant, and the Law Enforcement Terrorism Prevention Program. City OHS manages and administers \$28.7 million under the various grant programs for the region and oversees the \$4.6 million in funds directly allocated to the City for prevention, emergency planning, training, and specialized equipment for our first responders.

Under the Department's Recovery Program, SD-OHS manages projects totaling \$6.9 million in obligated public assistance funds and has applied for an additional \$50 million as a result of two disasters in October 2007. The Department continues to work with the Governor's Office of Emergency Services, the Federal Emergency Management Agency, and the Federal Highway Administration on disaster recovery for a number of disasters since 2003.

- The Cedar Fire disaster from October 2003 is pending State closure. SD-OHS is in the process of finalizing reimbursement of the federal and State retention funds. To date, the City of San Diego has recovered a total of \$3.5 million for project costs and \$191,000 in administrative allowances.
- The severe winter storms in late Calendar Year 2004 and early Calendar Year 2005 resulted in major damage to public land and facilities caused by flooding, debris flows, mudslides, and sinkholes. Gubernatorial proclamations and presidential declarations of two major disasters for California allowed the City to apply for State and federal assistance. As of December 2007, the City has recovered \$4.6 million for two storm periods from December 27, 2004 through January 11, 2005, and February 16, 2005 through February 23, 2005, and expects to receive an additional \$7.2 million for projects in process. SD-OHS continues to work with the Governor's Office of Emergency Services, the Federal Emergency Management Agency, and the Federal Highway Administration on recovering costs incurred for these disasters.
- The Soledad Mountain Landslide disaster that occurred on October 3, 2007, resulted in approximately \$26 million in response efforts and damages to public land and facilities. The Southern California Wildfire disaster that began on October 21, 2007, resulted in approximately \$24 million in response efforts and damages to public land and facilities. SD-OHS is working with the Governor's Office of Emergency Services, the Federal Emergency Management Agency, and the Federal Highway Administration in the recovery of eligible costs for these disaster projects.

Additionally, the Response and Recovery Program leads the management of the City's Emergency Operations Center; the City's participation in the San Diego County Multi-Jurisdictional Hazard Mitigation Plan; and administrative efforts for the Pre-Disaster Mitigation Seismic Retrofit Water Line Project, the Pre-Disaster Flood Mitigation Grant Program Flood Plan, and the Hazard Mitigation Grant Programs for Open Space Brush Management totaling \$5.4 million.

## Budget Dollars at Work: Performance Expectations

### Goal 1: Build a sustainable organization

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Peer review score on competitive homeland security grant application	N/A	N/A <sup>1</sup>	85%

### Goal 2: Establish a robust, integrated and comprehensive emergency preparedness and response platform

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Percent of required emergency preparedness and recovery plans in place	29%	25%	60%
2. Percent of emergency preparedness and recovery plans that contain an established completion and revision timeline	29%	100%	100%

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<sup>1</sup> Delayed grant cycle resulted in score being released in Quarter 1 of Fiscal Year 2009

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Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
3. Percent deviation from established completion and revision timelines for emergency preparedness and recovery plans	0%	0%	No more than 10%
4. Percent of recommendations from after-action reports on exercises and/or disasters that have been addressed and/or implemented	100%	94%	100%

## Goal 3: Coordinate internal and external resources in collaboration with governmental and private sector partners before, during, and after major emergencies or disasters

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Percent of contracts/agreements for which a needs assessment review is conducted	100%	100%	100%
2. Percent of Emergency Operations Center (EOC) staff trained for their respective positions/roles	30%	74%	100%
3. Percent of Emergency Operations Center (EOC) positions that are staffed	79%	81%	100%
4. Percent of requested eligible emergency response funds reimbursed by the State or Federal government after disaster response	94%	35% <sup>2</sup>	94%

## Goal 4: Establish sound fiscal practices

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Percent of grants and sub-recipient grants for which an internal control audit is performed each year (as required by US Office of Management and Budget Circular 133)	100%	100%	100%
2. Percent of sub-recipients receiving external monitoring assessments performed each year	100%	16% <sup>3</sup>	100%

## Budget Dollars at Work: Sizing and Workload Data

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
<b>Workload Data</b>					
Value of multi-year grant dollars managed for City prevention and emergency planning efforts and training /equipment for first responders	\$18.7M	\$19.3M	\$20.6M	\$3.9M	\$3.9M
Value of multi-year grant funds managed for regional projects	\$16.8M	\$16.2M	\$21.3M	\$29.3M	\$30.4M
Number of applications for federal or state emergency funds completed to reimburse the City for disaster response	9	3	0	0	N/A <sup>4</sup>
Number of infrastructure security measures installed for critical City facilities	0	0	15	0	0

<sup>2</sup> On track to collect all eligible funds in Fiscal Year 2009

<sup>3</sup> Limited staff and multiple grant closeouts stalled a majority of monitoring assessments to Fiscal Year 2009

<sup>4</sup> Applications will be filed for all eligible disasters

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	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Number of community Emergency Preparedness events attended	N/A	N/A	2	2	2
Number of presentations made at Public Safety and Neighborhood Services meetings	N/A	N/A	2	4	4
Number of public safety job fairs participated in	N/A	N/A	1	2	2
Number Emergency Operations Center (EOC) and alternate Emergency Operations Center (EOC) assessments conducted	1	1	2	4	4
Number of regional exercises of the Emergency Operations response network participated in	4	6	3	1	1
Number of tests of the City's Emergency Notification System that include a feedback mechanism for community input on effectiveness	N/A	N/A	N/A	4	4